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MINUTES OF STAFF MEETING
ADMINISTRATIVE STAFF CHIEFS

24 June 1954

1. Colonel White reported upon the results of the Nation-wide Civil Defense exercise which took place on the 14th and 15th of June 1954. He reported that in the opinion of General Cabell and himself, as they participated in the exercise, it appeared to be quite effective and well managed. He indicated that communications, including contacts between overseas and field installations, represent a significant problem for this Agency, and he believes that the Agency should continue to pay careful attention to emergency communications. He also stated that we may be faced with a problem of the dispersal of records for emergency conditions. We must be sure that there are enough duplicates of records in safe places, and we must continue to promote our own records program which, in his opinion, is moving well. Colonel White also indicated that it would be well to keep in mind the possibility of improvements in our dispersal of warehouse materials, in order to be ready for emergencies. He requested that some thought be given to the possibility of establishing an air service, possibly helicopter, for liaison activities in time of emergency. He indicated that there may need be further planning as to the roles to be played by key Agency personnel who take their stations outside of Washington in time of emergency.

2. Mr. Meloon recommended that a clerical support pool be established to assist our key personnel during emergencies at the emergency field station. During discussion it was agreed that the members of this pool should be somewhat higher graded mature people, known to be available at such times of emergency. Colonel White indicated that he would follow up on this suggestion.

3. Colonel White reported that he and Mr. Saunders had recently visited Mr. Hughes, the Director of the Bureau of the Budget. Mr. Hughes explained to them the overall Government budget picture and the need to balance the National budget. Mr. Hughes apparently expressed his appreciation and understanding of our budget position and indicated confidence in our Agency and its Director. Mr. Hughes was told about career service legislation which perhaps may be coming up for consideration (e.g., medical care of dependents, tuition for children where no adequate school facilities are available, liberalized retirement). Mr. Hughes apparently was sympathetic to the parts of the program presented to him.

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4. Colonel White reported briefly to the group concerning the events of the last meeting of the CIA Career Service Board. He indicated that the Board had approved a paper which would, in effect, abolish itself. The paper would establish a permanent council to advise the Director of Central Intelligence on personnel management and career service matters. Colonel White indicated the membership and purposes of the council and stated that the action to create the council would be effective 1 July 1954, if it is signed by the Director of Central Intelligence.

5. Colonel White called the attention of the group to the recent program for the career development and training of junior professional personnel already assigned to the Agency. He stressed the importance of this program and requested that there be a concerted effort to get qualified personnel in the several DD/A offices to apply for participation in this program.

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6. Colonel White reported to the group that Mr. [REDACTED] of his staff is departing for an overseas assignment. He introduced Mr. [REDACTED] as his replacement.

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7. Colonel White expressed his belief that some Career Service Boards are spending a good bit of time in selecting personnel for assignments, particularly overseas, without getting a prior statement from the individual concerned as to whether or not he can, or will, accept such an assignment. He stressed the need for observing the policy that employees are expected to serve when and where requested by the Agency, but indicated that attention will always be given to personal circumstances affecting an individual and to his preferences. He requested that Career Service Boards find out these personal circumstances and preferences before making selections of individuals for assignments.

8. As the group discussed career service matters, Colonel White requested those present to exert their influence to cause the personnel for whom they are responsible to develop a "career" frame of mind. He asked those present to stimulate interest in the career service program, to encourage the development of career intentions, and to create an atmosphere in which as many as possible of those assigned to the DD/A offices will sign applications for career status when presented.

9. Colonel White passed out copies of a memorandum to each of the DD/A office heads. The memorandum was initiated by Mr. Melcon and its subject is clerical recruitment. The memorandum reported the status of clerical recruitment and the problems that are involved in supplying Agency offices an equitable quantity of clerical personnel in accordance with their relative needs. The memorandum stressed the need for each office to use its clerical work force wisely and efficiently and to avoid

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any waste of the skills of clerical personnel. In passing out the memorandum, Colonel White endorsed it completely and requested the fullest cooperation with the Office of Personnel.

10. Colonel White indicated that, in his opinion, there is a possibility that too many people are seeing and handling highly sensitive materials and documents. He indicated that possibly too many people are being asked to sign such documents. He requested that procedures be established whereby only a minimum number of people should see the sensitive material and that the need-to-know principle be observed most carefully. He requested those present to examine accordingly their internal procedures in these respects and to improve them if necessary.

11. Colonel White reported that in the next few days there will be issued a brief notice on the subject of reducing excessive amounts of accrued annual leave. This memorandum will not be subject to general coordination because of the pressure of time. The notice gives recognition to the fact that a Congressional decision concerning accumulation of leave may be forthcoming in the near future, and therefore the notice briefly requests that personnel who have more than 60 days of accrued annual leave should plan on reducing this amount by an appropriate time table, giving consideration to this problem when planning vacations.

12. Colonel White stated that he has invited the Inspector General to come into any of the DD/A offices at any time, for inspection purposes. He indicated the value of these inspections and the fact that the results of these inspections may lead to positive improvements in efficiency and operation of these offices.

13. It was reported that Mr. Garrison, Mr. [REDACTED] and Colonel White 25X1A9a have been discussing problems connected with motor vehicles overseas. It has been agreed that there will be an attempt to develop tables of vehicular allowances and that no more vehicles will be requisitioned without appropriate certifications by the Chief of the Area Division concerned and by the Chief of Administration, DD/P.

14. Colonel White reported that there are possibly too many telephone calls being made to non-Government facilities, using regular office telephones. He reported that in a sample month there were approximately 147,000 of such calls. He stated that the problem is being explored, and he requested that all of those present pass along the word that each telephone call which begins with dialing 9 costs the Agency a minimum of 3 $\frac{1}{4}$.

15. Colonel White reported that certain administrative difficul-

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report which should tie up any remaining loose administrative ends and which will present final administrative decisions and guidance on the problems being experienced.

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16. Colonel White reported that it was recently necessary to transmit to a field station a cable which reverses a previous administrative decision given to that station. He requested that the greatest care be given to administrative staff work, in order to preclude the necessity for reversing decisions in administrative matters.

17. It was reported that Mr. Garrison, Mr. [REDACTED] and Colonel White have conducted talks recently to develop improved systems for concurrent planning of operational and support activities, most immediately with respect to Logistics support planning. He stated that there is great need for administrative support personnel to be concerned in operational planning from the earliest possible point. He stated that the parties in the discussion have agreed upon a number of principles and procedures and that these agreements will be presented in a paper which is being prepared and which will be discussed with the administrative offices. Mr. Garrison then reported some of these principles and procedures, as follows: 25X1A9a

a. Each operating unit will receive a checklist to assist them in operational planning.

b. At the same time, administrative support personnel will receive checklists which contain items of administrative support as required for different kinds of operational planning.

25X1A9a c. After concurrent planning takes place, both types of checklists will receive simultaneous review (presumably at the level of [REDACTED] staff) with respect to their operational feasibility.

d. An annex of the plan (a brief of its high points) will then be submitted to the appropriate administrative support components for tests of the feasibility of the previous administrative support planning. For example, the Logistics Office would translate the planning into actual schedules for provision of line items.

e. Complete support planning for operations will then receive final approval of the Deputy Director (Plans).

f. A book will be prepared, which presents highlights of Agency plans and how they will be administratively supported. This planning will be projected into advance years and will be approved by the Director.

g. These plans will be subject to frequent and periodic review as necessary.

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18. Mr. Pforzheimer reported the introduction of a Bill to Congress which proposes the establishment of a nine-man Commission on U. S. foreign intelligence activities.

19. Mr. Pforzheimer stressed again the necessity to let the Director of Security and himself know if there is any evidence of contact by representatives of investigating committees.

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20. Mr. Saunders reported that the Agency offices have requested [redacted] than is provided for in the 1955 budget. He indicated that the offices will be contacted on this matter.

21. Colonel Edwards recommended that there be accelerated planning for the organization of the Agency's cover component.

22. The group discussed in general the need for travel by air coach. Colonel White stressed that travel by air coach may result in tangible savings of Agency money and indicated that the new policy will be given a complete trial with appropriate tests of its use and effectiveness.

23. Colonel Edwards requested that all of those present spread the word that any member of the Agency should immediately report full circumstances if that member learns of outside allegations against any other member of the Agency. He indicated that this reporting is necessary to protect both the Agency and its personnel against whom the allegations were made. Such allegations should be reported to the office head, the Deputy Director (Administration), or the Director of Security.

24. Mr. Garrison reported that all construction funds contracts have been let.

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Meetings

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**MINUTES OF STAFF MEETING
ADMINISTRATIVE STAFF CHIEFS**

24 June 1954

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